

CCSR/A-27

3 May 1956

TO: CIA Career Council

SUBJECT: Career Planning for Individuals--Career Preference Outline

Recommendations for the approval of the CIA Career Council are contained in paragraph 6, page 7

1. PROBLEM:

To establish an Agency-wide program of career planning for individuals on an orderly basis.

2. ASSUMPTIONS:

- a. Proposals for an individual's training and assignments for the foreseeable future serve as an incentive for the individual to do better work and to direct his interests to a long-term career in the Agency.
- b. Proposals set forth in a Career Preference Outline, which are compatible with an individual's known ability or his demonstrable potential, if designed in terms of the needs of the Agency, increase the individual's potential contributions to the mission of CIA.
- c. Statements of career preferences accompanied by the comments of appropriate officials, when made a matter of official record, assist Agency officials in meeting present and future personnel requirements. Such documents also serve as a basis for estimating manpower potential for future intelligence activities.
- d. Supervisors and officials responsible for the career planning of individuals will apply sound principles of personnel management. In the performance of their counseling function they will emphasize that career progression is dependent upon the initiative reflected in an individual's performance and self-development.
- e. Individuals and supervisors will recognize that continuity of career interest and consistently satisfactory performance rather than rotation from area to area or function to function are basic in career progression. Career planning does not imply that proposals for reassignment or formal training are inherent or must be included in a Career Preference Outline.

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3. FACTS:

- a. Each member of the CIA Career Staff is assured that attention will be given to his personal progress. The Application for Membership in the Career Staff of CIA states: "... that with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorded my personal progress during my tenure in the Career Staff."
- b. Regulation [ ] places responsibility upon the Heads of Career Services:
- (1) To plan the utilization and development of members of their Service, including their training, assignment, rotation, and advancement; and
  - (2) To plan the rotation and reassignment of members of their Service so as to enable the Career Service to meet long-range personnel requirements through orderly processes.
- c. Some Career Services have made great strides in establishing programs calling for written plans for the assignment, training, and development of individuals under their jurisdiction but on the whole career planning is currently in its initial stage. Approximately [ ] individual career plans using different procedures, formats, and planning criteria have been reported. However, there is no accurate way to determine to what extent career planning has been effected or for what percent of the employees no plans of any kind have been made.

4. DISCUSSION:

- a. Career planning in the Agency is at present carried out, for the most part, in an informal manner. Plans for groups or certain categories of personnel are made, sometimes with--and many times without--the respective individuals in these groups participating on a witting basis. Long-range planning is confined, to a great extent, to a few specialists in the several functional fields. In general, career planning for the individual is considered the responsibility of the immediate supervisor, who may or may not have perspective or interest in the long-range development of individuals.
- b. An Agency policy which provides uniformity in career planning requirements is desirable in order to furnish guidance to the Heads of Career Services for the performance of their career planning function.

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- c. The Heads of Career Services have submitted reports on their policies and accomplishments in regard to career planning. These reports include comments and suggestions and indicate the need for an Agency-wide policy for individual career planning.
- d. There has been much concern over the fact that career planning is so commonly considered to be rotation and that if an individual prepares a plan, it means that sometime in the predictable future he moves some place. This misconception of career planning can be corrected by proper counseling on the part of supervisors. It would be normal if more than fifty percent of Career Preference Outlines prepared were to propose retention in present assignments for the immediate future. Emphasis must be placed on the fact that career planning is a personnel management procedure to provide for better utilization of manpower--first for the greatest benefit to the Agency and second for the greatest benefit to the individual. The object in preparing a Career Preference Outline is to project the activities of an individual in order to direct and stabilize his planning for the future and to encourage him to give serious consideration to his skills, interests, aptitudes and performance in relation to the needs of the Agency. An Outline prepared within the framework of these objectives serves as an incentive for the individual to do better work in his present assignment and recognizes that the development of a career is predicated from the beginning upon the individual's performance, consistent endeavor, and potential.
- e. Concern has also been expressed that proposals in a Career Preference Outline may be considered contractual agreements between the individual and the Agency. In establishing an Agency-wide program of career planning for individuals, various means must be used to emphasize the fact that stated proposals are not commitments for the individual or the Agency but are guides to be considered in making future personnel decisions affecting the individual.
- f. A Career Preference Outline consists of statements by the individual of his career interests to which are appended the comments of his supervisors and his Career Service. Such Outlines would serve as personnel management tools to effect better utilization of manpower and would provide data for estimating the future manpower potential of the Agency. If personnel planning is to be effective for the Agency and the individual, Career Preference Outlines must be prepared in a realistic manner. Individuals must be given assistance and counseling in preparing their statements of career preferences.

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Reviewing officials must apply sound principles of personnel management in evaluating the individual's proposals in terms of his potential and the needs of the Agency. This brings up the question of showing the individual the comments of the reviewing officials. In some situations, it would be ill-advised to show the individual these comments and in other instances, most desirable. Regardless of the policy established in reference to showing the comments, discussions with the individual concerning the feasibility of implementing his proposals should be encouraged.

- g. The following basic principles must be considered in the development of policies and procedures for career planning for individuals:

(1) Career Preference Outline

DEFINITION:

A Career Preference Outline for an individual is a documented description of proposed career activities for him for an appropriate specified period. It serves as a guide for future personnel actions.

DESCRIPTION:

- (a) A Career Preference Outline consists of statements by the individual of his career interests to which are appended the comments of his supervisors and his Career Service.
  - (b) The proposals may include suggested retention in present position, reassignment, or training. Such proposals may be specific or general in terms of time and place. Although reassignment and formal training may be proposed, the function of career planning for individuals does not imply that such actions are inherent or required for career progression.
- (2) Supervisors and officials assisting in the preparation of Outlines or reviewing proposals for future personnel actions must ensure that the real needs and potential of the individual are coordinated with the present and future requirements of the Agency.
- (3) Specific proposals for reassignment and training included in Outlines are not to be considered as commitments on the part of the individual or the Agency. The expression of the individual's career interests and proposals made in the Outline is a guide for future major personnel and training actions affecting the individual and must be subsequently considered by officials when

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approving such actions. This is not intended to restrict desirable flexibility of action but rather to ensure that major actions which deviate from the proposals in an Outline are taken after serious consideration of all pertinent factors. In line with this requirement, Career Preference Outlines should be made a part of an official record (i.e., placed in the individual's Official Personnel Folder) so they are available to all officials responsible for initiating and approving subsequent personnel actions.

- (4) The preparation of Outlines for all employees in the Agency is not practical or necessary. However, formal exclusion of individuals or groups from career planning activities is undesirable and could easily cause a major morale problem. In order that inequities would not be set up, an Agency career planning policy should not exclude any employee or group of employees. The career planning program should be directed initially to certain groups or categories of personnel since the work load will initially be large. Selective criteria must be established to determine what groups would be required to have Career Preference Outlines. Factors such as age, grade, length of service in the Agency, and needs of the Agency would be considered in establishing priorities for processing outlines. The practice of directing the career planning function initially to persons in recognizable priority groups would get the program under way in the Agency on a gradual and realistic basis, with the objective of eventually establishing career planning as a necessary personnel management practice for all career employees.
- h. An Agency form designed to provide information for consideration by the employee's Career Service regarding his career interests is necessary to standardize the function of career planning for individuals. Various forms are currently being used in the Agency. The proposed form, "Career Preference Outline," (Attachment A) is confined to information on the career interests and preferences of the individual with respect to both assignments and training and comments of the supervisor and the individual's Career Service.

5. CONCLUSIONS:

The following conclusions are formulated:

- a. Career planning for individuals is a necessary personnel management procedure which provides guides for future personnel actions for individuals in order that job continuity and better utilization of manpower in the Agency may be effected.

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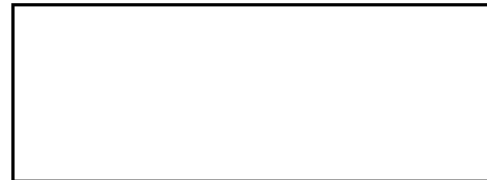
- b. An Agency policy on career planning for individuals which provides guidance to the Heads of Career Services for the performance of their career planning responsibilities should be established. The following principles for career planning for employees should be approved as Agency policy:
- (1) Career Preference Outlines may be prepared for any staff employee or staff agent, if in the opinion of the individual and/or his supervisor such documentation for the individual is required or desirable. Heads of Career Services may require Outlines for persons in their Service as considered necessary.
  - (2) Career Preference Outlines for members of the CIA Career Staff presently in grades GS-11 and GS-12 should be given first priority by the respective Career Services in determining the sequence for processing Outlines.
  - (3) Career Preference Outlines should be filed, subsequent to review by appropriate officials, in the Official Personnel Folder of the individual concerned.
  - (4) The Career Preference Outline, along with the annual Fitness Report, should be subsequently considered in connection with the approval of major personnel and training actions affecting the individual.
- c. The following general responsibilities and procedures for the preparation and review of Career Preference Outlines should be followed in all Career Services:
- (1) The Heads of Career Services will be responsible for initiating the preparation of Career Preference Outlines for members of their Service.
  - (2) Operating Officials will ensure that immediate supervisors or other appropriate officials work in collaboration with the individuals concerned and the appropriate Career Management Officers in the preparation of Career Preference Outlines.
  - (3) Heads of Career Services will ensure that Career Boards, Panels, or appropriate senior officials review all Career Preference Outlines and prepare comments on the career preferences of the individual.
  - (4) The comments of the supervisor and of the individual's Career Service need not be shown to the individual.

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- (5) Heads of Career Services will ensure that the original of the Career Preference Outline, when appropriately endorsed, is forwarded to the Office of Personnel for inclusion in the individual's Official Personnel Folder. A copy of the Outline will be retained by the Career Service responsible for career planning for the individual.
  - (6) Proposals for changes in the Career Preference Outline may be initiated by the individual or the Head of his Career Service any time subsequent to the initial preparation of the Outline. Major changes or revisions will be subject to the same review as is required in the processing of the original Outline.
  - d. The form, "Career Preference Outline" (see Attachment A) should be adopted as the basic career planning document for all Career Services.
6. RECOMMENDATIONS:
- It is recommended that:
- a. The conclusions in paragraph 5 be approved.
  - b. The Council schedule a special meeting to which the Heads of Career Services and Operating Officials are invited to discuss career planning for individuals.
  - c. An Agency Regulation on Individual Career Planning be prepared by the Director of Personnel and submitted to the Council for approval.

FOR THE DIRECTOR OF PERSONNEL:



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Deputy Director of Personnel  
for Planning and Development

APPROVED: CIA Career Council on 3 May 1956

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